



Special
Edition of

The Salina Citizen

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Annual Report 2007

WE HOPE YOU ENJOY our first annual special edition of *The Salina Citizen*. We believe you will find the enclosed information helpful and informative.

Our Form of Government

Salina uses the Commission-Manager system of local government nationally known as the Council-Manager plan.



Approximately 90 years old, this form of government has proven its adaptability. The Council-Manager Plan began in the early 20th century when reformers were looking for ways to return control of municipal government to citizens. Their intent was to eliminate corruption and diffuse the power entrenched in turn-of-the-century city political machines and

special interests and replace it with an emphasis on professional training and accountability.

Today it is the most popular choice of structure among U.S. communities with populations of 2,500 or greater. During the past dozen years, an average of 44 U.S. cities annually have adopted this form, while an average of only two per year have abandoned it.

The Salina City Commission is made up of five citizens who are elected at large. Every two years, two City Commissioners are elected to a 4-year term, and one Commissioner a 2-year term.

Each April, the City Commissioners select a Mayor from among the five seated Commissioners to serve as the chair of the Commission and represent the City at many events throughout their term.

The City Manager is appointed by the City Commission and is responsible for the daily operations of the City, as well as implementing programs and policies established by the City Commission. Among those duties is the preparation and implementation of the annual budget.

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Shared Vision Statement and Strategic Plan

Visions & Plans

What Is Strategic Planning?

Strategic planning is a process that allows community leaders and stakeholders an opportunity to determine what the future of their community will be. It is a tool which incorporates a long-term vision, goals and action items that is commonly used in America's most forward thinking communities. Salina's process started with a community visioning exercise conducted with citizen stakeholders, the City Commission and City staff members. These groups independently addressed 1) Salina's assets and other positive community aspects; 2) Salina's liabilities and other negative factors; and 3) A vision of Salina's future in a 7 to 10 year timeframe. This information was then provided to the City Commission for discussion and consideration. Based on this information, the City Commissioners agreed upon a shared vision of the future.

The Salina City Commission believes that using a Strategic Plan will provide long-term direction and direct benefit to both our municipal government and the community. It is their intent that Salina's Strategic Plan be a dynamic document that is in line with our shared vision and reviewed annually both to ensure performance, and to respond to ever-changing community and regional conditions.

City of Salina's Shared Vision Statement for Our Community

Salina will be a city that is exciting to live in and thriving both economically and socially. The City will be clean, attractive and inviting. Local residents will demonstrate their community pride by sharing Salina's attributes with others. As a result, Salina will be a place with a quality of life that not only appeals to residents, but also to visitors. Salina will be a city that encourages quality, market-driven, mixed-use development that compliments community cohesiveness.

Salina will become a city with "connectivity". This means that bicycle and walking trails along roadways, the flood control levee and the Smoky Hill River will be used to connect residential neighborhoods, commercial areas, schools and parks. These connections will eventually intersect with public transit pick-up/drop-off points. In addition, connectivity will also include community-wide information sharing through the latest electronic wireless technology.

The City of Salina will be attractive and well maintained. It will be evident that good housekeeping and high community standards are valued. Salina will be environmentally conscious, balancing the expectations of a growing community with the necessity to

preserve nature's assets and our future quality of life.

The City of Salina will have master planned its assets in the Kenwood/Oakdale Park area west to the downtown business district in order to utilize them to their fullest potential. This will include the development of a uniformly managed, core destination complex for both residents and visitors. This complex will be surrounded by high quality, mixed-use development with an evident connection to downtown that complements existing commercial and residential assets.

The City Commission of Salina will have committed to providing the highest quality City services possible within available resources. The City Commission recognizes their role and responsibility to provide the needed policy direction and resources to its administration. At the same time, the City's administrative personnel are committed daily to transforming this direction and related resources into the highest possible quality of municipal services, consistent with the expectations of both the City Commission and the citizens of Salina.

Downtown Salina will be a thriving and vibrant place. It will include an artistic flair that complements diverse and successful business development, including: entertainment, professional services, restaurants and retail development. In addition, the





downtown will include residential uses consistent with the desired, mixed-use activity.

Salina will be supportive of life-long learning through all forms of education, including elementary and secondary education, higher education and vocational/technical training.

Salina will be a town that is respectful of its heritage. Throughout Salina,

the adaptive reuse of historic and architecturally significant buildings will be encouraged.

Salina will encourage and be supportive of industrial development, economic expansion, market-driven tax base growth, and home grown entrepreneurialism.

Strategic Goals for Our Community

- Goal 1:** The City will create a community of mixed use, quality development and redevelopment.
- Goal 2:** The City will create a uniformly managed and master planned Kenwood Park / Oakdale Park destination area featuring recreation, tourism, entertainment, hotel lodging, surrounding mixed-use development, green space and a direct linkage to downtown.
- Goal 3:** The City will provide the highest quality of services, consistent with governing body direction, available resources and staff commitment to quality.
- Goal 4:** The City will maintain growth and development policies that are updated to reflect current conditions and desired growth direction.
- Goal 5:** The City will maintain a commitment to making downtown Salina a thriving and vibrant center of the community.
- Goal 6:** The City will work to make Salina a City that has connectivity physically and socially.

Departmental Accomplishment Highlights

Completed two Community Art and Design projects, one at the Municipal Water Works Plant and the other along the North Ninth Street gateway

Completed a major renovation and celebrated the grand re-opening of the Smoky Hill Museum.

Created a new City website, with citizen service request function.

Prepared North Ohio corridor overlay district from the overpass to I-70 to enhance the quality of future development.

Obtained for the tenth year in a row, the Government Finance Officers' Association Award for our annual financial report.

Obtained the Hazardous Materials "Technician Level" Response Team designation from the State of Kansas Fire Marshal's office.



2007 National Citizen Survey

The City participated in a city-wide survey in 2006 which is a collaborative effort of the National Research Center, Inc. and the International City/County Management Association. Participating households were selected at random and the household member who responded was selected without bias.

Overall, most response ratings are fairly average (close to a 50 rating), with some results that are significantly less than or higher. Here are a few key questions from the survey results:

Quality of Life

When asked to rate the overall quality of life in Salina on 100 point scale:

Excellent/Good	68%
Fair	28%
Poor	4%



Community Choices

Citizens were asked to rate the shopping opportunities in Salina:

Excellent/Good	46%
Fair	39%
Poor	15%

Services Provided

Overall quality of City services provided:

Excellent/Good	59%
Fair	35%
Poor	6%

City Employee Courtesy:

Excellent/Good	71%
Fair	17%
Poor	12%

City Employee Knowledge:

Excellent/Good	70%
Fair	23%
Poor	7%

For the complete survey results, please visit our website: www.salina-ks.gov.

Coordinated conciliation of 56% of all discrimination cases filed, including both housing and employment.

Held first annual Water Festival where over 350 4th graders were taught about water conservation at 14 learning stations.

Successfully employed a number of intervention strategies which have resulted in a safer, less problematic downtown entertainment area.

Aggressive water conservation strategy implemented due to extremely low flow conditions in the Smoky Hill River and began strategic planning for future water management and conservation.

With Salina Airport Authority, K-State at Salina, USD 305 and congressional delegation, worked closely with United States Corps of Engineers to continue addressing proper review and cleanup plan for the former Schilling Air Force Base.



Volunteer Boards, Committees and Comissions

Appointment Process

The successful functioning of citizen board, committees and commissions is a cornerstone of democratic local government. The Salina City Commissioners have adopted a formal policy guiding appointments to and administration of a strong and effective citizen board system. In this way, the Commissioners intend to attract the broadest possible spectrum of qualified citizens for board service and to make membership on such boards a constructive and rewarding experience for those appointed.

Solicitation of Interest

Names of persons willing to serve the City in the capacity of volunteer board, committee or commission members are obtained by both formal and informal advertising designed to reach as many citizens as possible. Each individual who wishes to be considered must complete an Expression of Interest (EOI) form and submit it to the City Clerk. Those presently serving on a board or commission interested in reappointment are also asked to submit an EOI.



Boards/Commissions Available

-  Accessibility Advisory Board
-  Salina Airport Authority
-  Animal Control Advisory & Appeals Board
-  Arts & Humanities Commission
-  Building Advisory Board
-  Business Improvement District No. 1 Board
-  Business Improvement District No. 1 Board of Design Review
-  Convention and Tourism Committee
-  Disciplinary Advisory Board
-  Heritage Commission
-  Housing Authority
-  Human Relations Commission
-  Library Board
-  Parks and Recreation Advisory Board
-  Planning Commission
-  Salina Economic Development Incentives Council
-  Solid Waste Management Committee
-  Tree Advisory Board
-  Board of Zoning Appeals

2007 Operating Budget Overview

Total 2007 net revenues are \$58,889,953. This includes property and sales taxes, generated fees and grants.

2007 expenditures are \$61,765,490. This represents the amount the City pays for personnel, materials and vendors. Reserves held to be carried into 2008 total \$15,348,098, with a planned reduction of \$2,875,538.

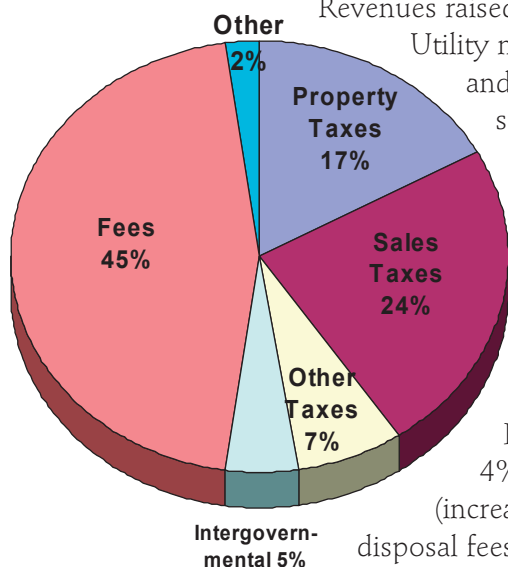
The City will also make internal transfers totaling \$10,543,793. These are used to

allocate costs for the City self-funded health insurance plan, centralized fleet maintenance services, self-funded worker's compensation, and other internal services.

The City employs 493 full time staff, along with 15 part-time positions. In addition, a significant number (about 200) of temporary-seasonal staff are employed, primarily through the spring and summer months.

Revenues

The City of Salina has six major groups of revenues. The largest of these are fees and charges, accounting for nearly \$27 million, or 45% of total revenues. More than half of the fees and charges (\$13.4 million) are generated by the Water and Sewer Utility. Revenues raised by the Water and Sewer Utility must be used for Water and Sewer purposes. The rate schedule was increased by an average of 2.75%, while wastewater rates were increased by an average of 5.9%.



Other significant fees and charges include court fines and fees (unchanged), EMS charges (increased 4%), refuse collection fees (increased 4%), solid waste disposal fees (increased 0.43%), and Bicentennial Center fees (unchanged).

The next largest revenue class is sales taxes, which contribute a little more than \$13.9 million to the City operation. This is 24% of total revenues which is based on both the City's $\frac{3}{4}$ cent tax and the City portion of the 1 cent County tax.

Class of Revenue	2007 Budget (in 000's)
User Fees and Charges	\$26,801
Sales Taxes	\$13,908
Property Taxes	\$ 9,960
Other Taxes	\$ 4,081
Intergovernmental Revenue	\$ 2,758
Other Revenues	\$ 1,382
Total Revenues	\$58,890
Plus Internal Transactions	\$10,544
Net Total Current Resources	\$69,434

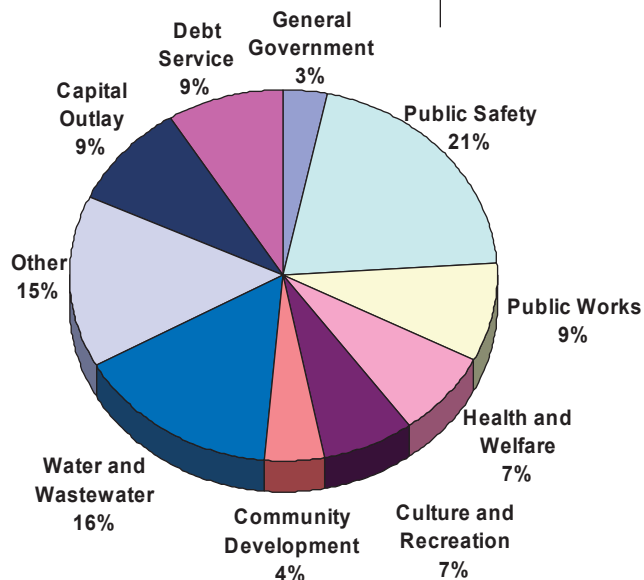
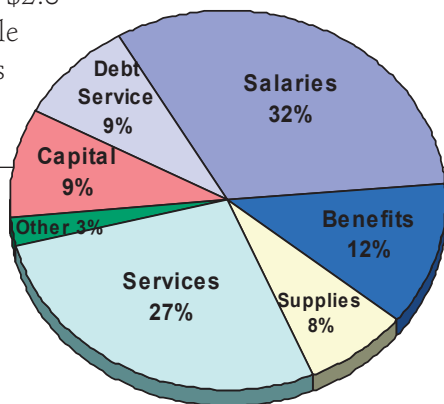
Property taxes, including both real estate and motor vehicle tax, contribute somewhat less than \$10 million, or 17% of total revenues. Real estate taxes are calculated by applying a mill levy to the assessed value of property. In Salina, the mill levy for 2007 was established at 23.99 mills, unchanged from last year. The table on page eight calculates the amount of property taxes for homes with different market values.

The "Other Taxes" designation includes franchise fees, which is a fee the City charges a private utility for the use of public right of way, and the transient guest

tax, which is a 5% tax levied against hotel and motel room rentals. Other taxes are 7% of the total revenue and produce about \$4 million per year.

Intergovernmental revenues include grants and other payments from other governmental agencies. Intergovernmental revenues produce about \$2.8 million. The largest single source is the Special Gas

Tax received from the State of Kansas (\$1.5 million) which must be used to repair and maintain streets. The City of Salina also receives a contribution from Saline County to supplement the Countywide EMS service operated by the City.



Expenditures

By Class of Expense

Class of expense refers to the kinds of goods and services purchased. The City identified several classifications, including salaries, benefits, supplies, services, capital outlay, debt services and other.

Class of Expenditures	2007 Budget (in 000's)
Salaries	\$23,028
Services (including internal transactions)	\$19,859
Benefits	\$ 8,949
Debt Services	\$ 6,432
Capital Outlay	\$ 6,524
Supplies	\$ 5,627
Other	\$ 1,887
Total	\$72,306
Less Internal Transactions	\$10,544
Net Total Expenditures	\$61,765

By Function

Expenditures by function describes the general purpose for which funds are budgeted. Each function includes several more specific activities. Capital outlay expense is not included within the functions, but is totaled as a separate category.

Function	2007 Budget (in 000's)
General Government	\$ 2,442
Public Safety	\$14,778
Health & Sanitation	\$ 6,303
Culture & Recreation	\$ 5,006
Community Development	\$ 3,118
Debt Service	\$ 6,402
Water and Wastewater	\$11,406
Other	\$10,154
Capital Outlay	\$ 6,524
Total Planned Expenditure	72,309
Less Internal Transactions	10,543
Net External Expenditures	\$61,765

Expenditures
Continued on page 8

How "City" Property Taxes are Calculated for Residential Properties

Fair Market Value	Assessed (Taxable) Value @ 11.5%	2007 Property Tax @ 23.99 mills
\$ 50,000	\$ 5,750	\$137.94
\$ 75,000	\$ 8,625	\$205.91
\$100,000	\$11,500	\$275.89
\$125,000	\$14,375	\$344.86
\$150,000	\$17,250	\$413.83

Expenditures

Continued from page 7

Debt Service is the scheduled repayment on debt issued previously by the City for construction of various major projects. The amount budgeted for 2007 is \$6.4 million or 9% of the total budget.

Capital Outlay. This includes all cash capital item acquisition for all activities, including vehicles, equipment, buildings and major building repair, as well as infrastructure (streets, water and sewer lines, etc.) construction and replacement. Expenses are projected to total about \$6.5 million or 9% of the budget in 2007.

City Commissioners Want to Hear from You.



Members of the Salina City Commission are always interested in your comments and suggestions on city services and policies.

Each Commissioner welcomes letters and telephone calls. Write them at P.O. Box 736, Salina, KS 67402-0736.

Commissioner's phone numbers are:

Alan Jilka827-0002
 Luci Larson.....827-7777
 Aaron Peck.....493-8220
 R. Abner Perney.....452-9711
 John K. Vanier II.....823-3794

Capital Improvements Program

Each year, in addition to the annual operating budget, the City plans for future major projects, typically to be financed through the sale of long term bonds or various grants that may be available. Projects currently scheduled include:

For Completion in 2007	Cost in \$ millions
North Ohio Overpass	\$ 20.2
North Broadway & East Pacific Improvements	\$ 2.6
	\$ 22.8
Projects Initiated in 2007:	
South Ohio Construction (from Magnolia to Schilling)	\$ 3.4
Wastewater Pump Station Rehabilitation	\$ 2.0
	\$ 5.4
Projects Initiated in 2008:	
Greeley Avenue Bridge	\$.6
South 9th St., Phase 4	\$5.0
	\$ 5.6
Projects Initiated in 2009:	
East Magnolia Road	\$ 3.0
	\$ 3.0

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